

DCI  
17 Mar 80

OUTLINE REMARKS

Amherst Club - 19 March

Newspaper Editors - 10 April

Intelligence exciting profession today

Rate of change demands flexibility, open-mindedness and  
innovativeness

1. Tech change - must understand: e.g., digits, computers,  
space, satellite orbits, etc.

Tech collection - vast quantities data - new dimension

Old dimension - HUMINT

Tradecraft

Avail of new tech gadgets to help

2. Analysis

Absorb quantities of data

Computer processing - sorting - screening

New analytic techniques

(examples)

New subjects

Terrorism

Narcotics

Ind production

Food - grain

Econ

Oil

Minerals

New areas

Zimbabwe, etc.

### 3. Environment

Past - Isolated, secret

Today - front page, oversight, etc.

Discuss different dimensions of it:

#### (1) Internal

Past - subdivisions of effort

- compartmentation of data

Plus - secrecy - (essential)

Minuses - ? all relevant facts

- ? checks and balances -  
differing judgments

Mistakes - not malicious -  
over-responsiveness

Today - moving toward corporate structure

- Major decisions vetted much more

Especially OGC, OLC - even PA

But also broader judgmental base

Security? less concerned internally -

but principle is minimize numbers

Trying find happy medium between

dangers of isolated decision-

making and proliferation of info

(2) Executive Branch

Less an independent corporation today -  
one part conglomerate

NSC is Board Directors

Provides degree coordination both  
what collect/analyze and what do in  
covert action greater than before

Big plus to be tied into policy deliberations

Can be more effective in providing  
objective, non-policy data

Some hazards of proliferation -

Greater than internal

- a. More #'s
- b. Dealing with policy-making  
agencies

Motive to leak exists -

Worse today than ever

(3) Legislative Branch

Past - Virtually nothing

Today - Virtually all

Plus - in touch w/USA

- share responsibility
- differing insights - not part of  
same policy fights

Minus - #'s

- leak motivations - political

Process worked well - 3 years -

Want continue

Controversy today -

Why? - Attempt codify current practice

Lawyers responsible!

2 issues:

1. How soon do we notify?

2. How much detail?

How soon - interesting constitutional point

What Founding Fathers intend by  
separation of powers -?

Leading newspaper editorial -

If Congress not notified before  
Pres. acted, we'd be depriving  
him and nation of "Congressional  
consultation."

Consultation nice voluntary  
ring to it

But if law says mandatory -  
not really consultation -  
it's partnership -

Most cases Congress  
has veto if knows  
in advance -

Leak it.

Seems to me F.F.'s intended Congress to use  
its law-making authorities to do its will -

Power purse - don't like Pres. programs -  
cut off his \$ - or direct him to do  
otherwise

If Congress judges Executive  
in advance - how ever know  
whether Executive effective or not?

On detail - matter of perceptions

Only country brings Parliament in to  
this degree

Foreigners don't understand

Secrecy is hallmark of intell.  
agencies - public relations  
hallmark of Congresses

Need some restraint -

Has been well exercised by  
committees

Lawyers again!

But committees not complained  
lacked info for oversight

Differences - yes - but resolved.

(4) 4th Estate

Used to get very little

Now a lot:

(a) We've opened up

- ° Public has questioned us

Must have support

Show return

But results -

Not process/sources

- ° All secrets is no secrets

- ° We've been opened up

Leak is prevalent

Investigative reporting is in

Burrowing and piecing it  
together it comes out

Often in degree of detail  
of no interest to public -  
great damage to us

e.g., description how  
to ID CIA officers  
abroad -

Midst hostage crisis

Most serious challenge

Asking for some help

Hughes-Ryan

FOIA

Identities

Note: none constitute any relaxation  
or setting loose of CIA-

All simply pointed toward modicum of  
secrecy so we can do our business

Yes conflict - secrecy and open  
society

Yes conflict - dirty tricks and  
fair play Americans

Country has to decide if want intelligence -  
clearly do

Must not carp at reasonable levels of secrecy  
and freedom to play dirty tricks

Nation's conscience is clear to those of us entrusted  
with this delicate responsibility

Do not want to undermine values we're defending

Do not trust us alone -

remember - Exec. Branch checks and oversight  
- Legislative oversight

Poised today at balance point - 3 years experience -  
can't demand tip balance even more toward disclosure,  
risk of leak, etc.

Not asking to be unshackled

Asking to continue on in way we've performed  
past 3 years -

know no accusation illegality, impropriety,  
abuse -

no any inference oversight process not been  
thorough and successful